

## Exploring Employee Effectiveness using “The 7 Habits of Highly Effective People” as a Framework: A Case Study of PRG Group

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### Abstract

The purpose of the study was to explore employee effectiveness using “The 7 Habits of Highly Effective People” which are personal responsibility, personal vision, personal management, mutual benefit, empathic communication, creative cooperation and self-renewal as a framework and offer the recommendations for enhancing employee effectiveness. Quantitative data were collected from 55 respondents who completed the 7 Habits of Highly Effective People course - working at PRG Group thru the form of the Google Form pattern was sent via Line application. The results indicated that only self-renewal has significant influence on employee effectiveness, and it has the most influence on employee effectiveness. For demographic factors - gender, age and working period have no significant difference on employee effectiveness. The results aligns with the theoretical framework by (Covey, 1989) in the 7 Habits of Highly Effective People that Sharpen the Saw (self-renewal) surrounds all the habits, because it simply put and it is the habit that make other habits. It could be interpreted that employee should invest in themselves to taking care and strengthening four dimensions of their life: Body, Mind, Heart, and Spirit with routinely and consistently balance self-renewal.

**Keywords:** employee effectiveness, the 7 habits of highly effective people, self-renewal

### Introduction

Several organizations today are facing dramatic challenges and changes in their markets and technologies or other factors. These challenges require knowledge, skills, competent, efficient, and mindset of employees to achieve the organizational goals with sustainable and stable. To develop skills, competencies and mindsets in employees, training plays an essential role along with motivation and encouragement. Training is becoming more important to many organizations for their survival, growth and get competitive advantage among competitors. Training outcome have affected to both of employees' and organizational goals and it is considered as an important and necessary human resource practice that can impact on organization's achievement. (Zahra, Iram, & Naeem, 2014)

Training is defined as a factor enhancing the present or future performance of employees by increasing their ability to perform via learning or changing their attitude that lead to increase their skills and knowledge. (Conti, 2005) Training or development program is the most

significant factor in the business world because training improves employees and the organization efficiency and the effectiveness. The employee performance depends on several factors and the most important factor of employee performance is training. (Ghafoor, Ahmed, & Aslam, 2011) There have many areas of training. Top Training Companies( 2018) categorized training as follow: IT training, Gamification, Learning Portal/ LMS, Health and Safety Training, Training Delivery, Online Learning Libraries, Content Development, Training Outsourcing, Sales Training, Leadership Training, Authoring Tools and Assessment and Evaluation. These training are the tools for develop employees to be highly effective and efficient.

The 7 Habits of Highly Effective People is a well-known powerful tool in personal change which written by Stephen Covey and first published in August 15, 1989. This book has sold more than 25 million copies in 52 languages throughout the world. The 7 Habits is a famous self-help book which based on timeless principles of human effectiveness that has 7 core principles for achieving success in leadership and life as follows: 1) Be Proactive 2) Begin with the End in Mind 3) Put First Things First 4) Think Win-Win 5) Seek First to Understand Then to be Understood 6) Synergize and 7) Sharpen the Saw. (Khalid & Ashraf, 2011) explained that the 7 Habits replete with ideas relating to human life, habits, personal vision, principle-centered approach and individual leadership. The 7 Habits delivers a range of empowerment to individuals, families, business and organizations in their respective circle of life. Moreover, it is recommended that the study of this book will be beneficial for students of all disciplines at all levels, people who want to know about human character traits and Human Resource professionals.

#### Statement of the Problem

The main purpose of the study is to exploring Employee Effectiveness using “The 7 Habits of Highly Effective People” as a Framework. This is a study case of PRG Group.

#### Research Objectives

1. To explore employee effectiveness using “The 7 Habits of Highly Effective People” which are personal responsibility, personal vision, personal management, mutual benefit, empathic communication, creative cooperation and self-renewal as a framework.
2. To offer the recommendations for enhancing employee effectiveness.

#### Research Question

1. What are the enhancing factors of The 7 Habits of Highly Effective People on Employee Effectiveness?
2. What are the recommendations for enhancing employee effectiveness?

## Research Statistical Hypotheses

- H1a<sub>o</sub>: There is no significant influence between Personal Responsibility and Employee Effectiveness.
- H1a<sub>a</sub>: There is significant influence between Personal Responsibility and Employee Effectiveness.
- H1b<sub>o</sub>: There is no significant influence between Personal Vision and Employee Effectiveness.
- H1b<sub>a</sub>: There is significant influence between Personal Vision and Employee Effectiveness.
- H1c<sub>o</sub>: There is no significant influence between Personal Management and Employee Effectiveness.
- H1c<sub>a</sub>: There is significant influence between Personal Management and Employee Effectiveness.
- H1d<sub>o</sub>: There is no significant influence between Mutual Benefit and Employee Effectiveness.
- H1d<sub>a</sub>: There is significant influence between Mutual Benefit and Employee Effectiveness.
- H1e<sub>o</sub>: There is no significant influence between Empathic Communication and Employee Effectiveness.
- H1e<sub>a</sub>: There is significant influence between Empathic Communication and Employee Effectiveness.
- H1f<sub>o</sub>: There is no significant influence between Creative Cooperation and Employee Effectiveness.
- H1f<sub>a</sub>: There is significant influence between Creative Cooperation and Employee Effectiveness.
- H1g<sub>o</sub>: There is no significant influence between Self-Renewal and Employee Effectiveness.
- H1g<sub>a</sub>: There is significant influence between Self-Renewal and Employee Effectiveness.
- H2<sub>o</sub>: There is no significant difference between Gender and Employee Effectiveness.
- H2<sub>a</sub>: There is significant difference between Gender and Employee Effectiveness.
- H3<sub>o</sub>: There is no significant difference between Age and Employee Effectiveness.
- H3<sub>a</sub>: There is significant influence difference Age and Employee Effectiveness.
- H4<sub>o</sub>: There is no significant difference between Working Period and Employee Effectiveness.
- H4<sub>a</sub>: There is significant difference between Working Period and Employee Effectiveness.

## Review of Literature

## Effectiveness

Effectiveness is an indicator for deciding whether management or organization can operate until the goal or purpose is achieved. It is about the results and achievements related to work that the organization desires. Effectiveness is the extent to which an activity fulfils its intended purpose or objective. Covey (1989) described effectiveness as the balance of obtaining desirable results with caring for that which produces those results. Effectiveness measures by the outcomes. Drucker (1963) defined effectiveness as “Doing the right things” and choice the activities in proper way. Gibson, Ivancevich, Donnelly, & Konopaske(2012) explained that effectiveness can focus in one or three perspectives. The most basic level is individual effectiveness that emphasizes task performance of specific employees or member of the organization. An individual effectiveness is caused by a person’s ability, skill, knowledge, attitude, motivation and stress. The second level is group effectiveness. It is the sum of contribution of all members or can be the job or task that can combined to each other. This is about the team synergy. The group effectiveness is enhanced by cohesiveness, leadership, structure, status, roles and norms. The last one of the perspectives of effectiveness is organizational effectiveness. This perspective consists of both individual and group effectiveness. The organizational effectiveness is caused by environment, technology, strategic choices, structure, processes and culture.

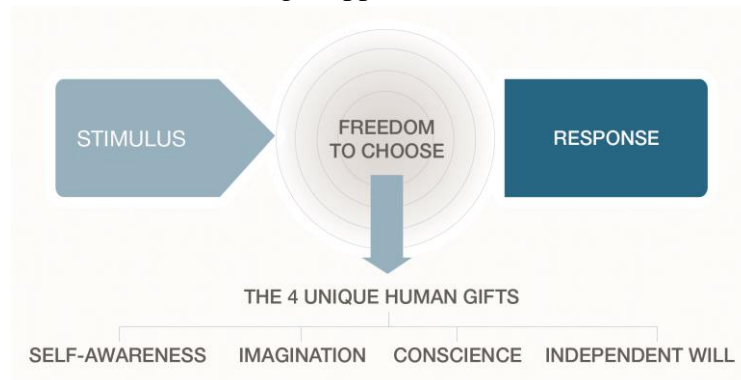
Employee effectiveness is difficult define and measure, but it could be explained that effectiveness expresses the sum of employee's contributions to organization. (Jex, La Rosa, L. Cunningham, & Broadfoot, 2016) Employee effectiveness can be assumed as the enhanced level of employee performance that would lead to higher productivity. (Dr. TEO & Prof. Dr. LOW, 2016). Employees' effectiveness is the growing and existence factors that organization will gain from their employees. Employees are the significant factor which make organizations achieve the goal, so management should focus on listen thoroughly, effective communication and have an interaction with their employees. (Mintzberg, 1983)

### The 7 Habits of Highly Effective People

Stephen R. Covey wrote the book that is a powerful tool in personal change “The 7 Habits of Highly Effective People”. He created the timeless principle of human effectiveness with modern technology and practices for his studied. The 7 Habits is composite of our habits. Habits are the powerful factors in our live. These came from habits that used consistently by people who achieve desired results. It can be divided into 3 parts. The first three are 1) Be Proactive 2) Begin with the End in Mind 3) Put First Things First. These 3 are habits of character; they will help to achieve the daily Private Victory and progress from dependence to interdependence. The next three are 4) Think Win-Win 5) Seek First to Understand Then to be Understood 6) Synergize. These are the outward expression of character and lead interdependence, mutual benefit and Public Victory. 7) Sharpen the Saw is the last one that renews and sustains the process of growth. The 7 Habits is about developing from the inside out instead of from the outside in.

### Habit 1: Be Proactive (Personal Responsibility)

Be Proactive means that as human being we are responsible for our own lives. We choose to be consistent regardless of how people treat you. Based on the principles of responsibility, choice, accountability, initiative and resourcefulness. When people are proactive, they pause to allow themselves the freedom to choose their response based of principles and desired results. Their freedom to choose expands as they wisely use the space between stimulus and response. You are being proactive when you remain clam, take responsibility, think before acting, focus on solutions and take initiative to make things happen.



*Figure 1: Proactive Model*

Source: Frankin Covey: <https://www.franklincovey.com/the-7-habits/habit-1.html>\_accessed January 15, 2019

As a human being, there have four unique human endowments that distinguish us from the animal world. These endowments reside in that space between stimulus and response. It is called the 4 unique human gifts, which are as follows;

1. Self-Awareness is our capacity to take a look at ourselves and examine our own thinking, motives, habits and paradigms.
2. Conscience is our internal guidance system which allows us to sense when we act or even contemplate acting in a way that's contrary to principle. It's an ability to sense right from wrong.
3. Imagination is our ability to visualize beyond our experience and present reality.
4. Independent Will is our capacity to act, free of all other influences.

Be Proactive is the habit of the personal responsibility. We assume responsibility, focus and act on what can be controlled and influenced instead of what can't. We are free to choose and ultimately responsible for our happiness.

### Habit 2: Begin with the end in mind (Personal Vision)

Begin with the End in Mind means to begin each day or task with a clear understanding of your desired direction and destination and then continue by flexing your proactive to make things happens. It is possible to be busy, very busy without being very effective. So that's why you should focus what's your goal and go for it. In this habit will clear your mind and make you

focus on what you want to be or what to go. Begin your today with the clear goal which really matters to your life and create a plan to achieve them for both part as life and work. It's not only your personal life goal but it can apply in a small task or work such as meeting or project. For example, you can have an effective meeting when you set up plan and agenda, select only the key person that impact or helpful with the topic and set the time for meeting including time for participant who attend the meeting to share the ideas if it necessary and don't forget to do the minutes of meeting to distribute to members after meeting.

Jabeen (2016) summarized that everything you do; you should start with a clear picture of your future or the end goal of your lives. The true successful will happen when you have a clearly defining vision and purpose in life. Begin with the End in Mind is the habit of personal vision.

### Habit 3: Put First Things First (Personal Management)

Put First Things First is organizing and managing your time according to the personal priorities. In this habit, give the concept that you should spend time on what's the most important not what's the most urgent. There are four things to prioritize and achieve the most important goals as follows:

1. Focus on your highest priorities
2. Eliminate the unimportant
3. Plan every week
4. Stay true in the moment of choice.

Basically, we spend our time in one of four ways as the time matrix in the figure 2. The matrix defines activities as "urgent" or "not urgent" and "important" or "not important" The Time Matrix is divided into four quadrants.

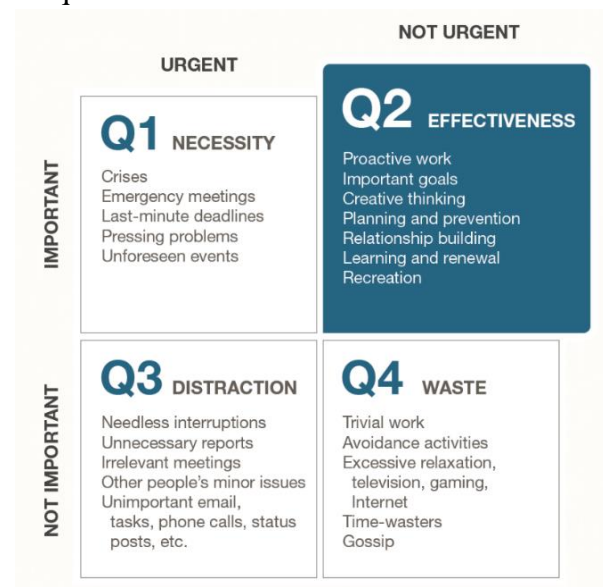


Figure 2 . Time Matrix

Source: Frankin Covey: <https://www.franklincovey.com/the-7-habits/habit-3.html>\_accessed January 15, 2019



1. Quadrant 1 (Q1) is the quadrant of necessity. This quadrant is the things that are both urgent and important. The things that we care about and must be done now for example crisis, urgency meeting, last-minute deadliness and pressing problem. If you live here for long, you will burn out.
2. Quadrant 2 (Q2) is the quadrant of effectiveness. This quadrant is the things that are important but not urgent. The things that really matter to your results but that won't happen unless you act on them for example proactive work, creative thinking, planning and prevention, relationship building, learning and renewal as well as recreation. You have to decide to invest your time in Q2 spent time in this quadrant will return a greater result than the time and energy you put into it.
3. Quadrant 3 (Q3) is the quadrant of distraction. This quadrant is the things that are urgent but not important. These are the things that come to you and want your attention but not important to you for example unnecessary reports, irrelevant meetings, other people's minor issues or low-value activities. In this quadrant always generates a return that is less than the time and energy you spend.
4. Quadrant 4 (Q4) is the quadrant of waste. This quadrant is the things that are neither important nor urgent. You really shouldn't be here. This place is where you shut off your brains and do nothings of value for example along with excessive television, gaming, internet surfing, gossip and other time-wasters. Time spend here is unnecessary and generates zero return.

To be highly effective, you need to consistently prevent the crises that consumes your time and energy in Quadrant 1, minimize the time you spend on the distractions of Quadrant 3, eliminate entirely the time you spend in Quadrant 4 and expand the amount of time you invest in Quadrant 2. You need to manage your time to use your resources to get the highly effective.

Put First Things First is the habit of personal management. This habit makes you have a discipline and do the most important things done.

#### Habit 4: Think Win-Win (Mutual Benefit)

Cooperation efforts of two or more people are the heart of achieve and effectiveness in relationships and businesses. This habit gives the concept of Win-Win. It's the way that you find solutions which works for you and person that you interact with. Think Win-Win isn't the end but it's the start point to find the solution to get the best results. There have 4 factors that can lead you to be a think win-win person as follow;

- Have an abundance mentality.
- Balance your courage and consideration
- Consider other people's wins as well as your own
- Create Win-Win agreements

Win-Win is a frame of mind and heart that constantly seeks mutual benefit in all human interaction. It's an effective tool for establishing the win-win foundations necessary for long-term effectiveness and relationships. This can be created between employers and employee, between teams or between two or more people who need to interact to accomplish desired results.

Think Win-Win is the habit of Mutual Benefit. This habit gives a paradigm about there is a plenty out there for everyone and more to spare.

#### Habit 5: Seek First to Understand, Then to be Understood (Empathic Communication)

Communication is the most important skill in life. You spend the most of your daily to communicating. Most people focus on how to read, write and speak well but didn't focus on listen. Seek First to Understand is about how to diagnose before you prescribe. It can explain that you should understand the needs of person that you interact with before you respond. Most people do not listen with intent to understand but they listen with intent to reply. They're either speaking or preparing to speak. To be a good listener you should know how to empathic listening. Empathic listening is listening with the sole intent to understand another person within his or her frame of reference. It requires both intent and skill. Empathic listening is also risky. It takes a great deal of security to go into a deep listening experience because you open yourself up to be influenced.

Once you understand, you can proceed with the second step of the interaction which is seeking to be understood. Seeking to be understood is the second half of effective communication. Once you are confident the other person feels completely understood, you may share your point of view with respect and openness.

Seek First to Understand then to be Understood is the habit of Empathic Communication. You will have greater influence with others if you truly understand them first.

#### Habit 6: Synergize (Creative Cooperation)

Synergy is everywhere. Two or more people which cooperate will be able get the better results than one person alone. Synergy leads you to discover the new things that you didn't know or think before. Synergy is about teamwork, team building, the development of unity and creativity with other human beings. There are 2 concepts of Synergize as follow:

- Value differences is the essence of synergy. The key of value differences is to realize that all people see the world not as it is but as they are.
- Seek 3rd Alternatives is not the compromise but represents a win-win solution for both parties.

Synergize is the habit of creative cooperation. The chance for synergy is greater when two people tend not to see things in the same way. One plus one equals three or more.



### Habit 7: Sharpen the Saw (Self-Renewal)

Sharpen the Saw means taking care and utilizing the greatest asset that you have. It means having balanced, systematic program for self-renewal in the four areas of our lives: physical (body), social/ emotional (heart), mental (mind) and spiritual (spirit).

- Physical: Eat healthy food, rest well, exercise regularly and also reduce stress.
- Social/ Emotional: Make social and meaningful connections with others, values difference and build or expand family relationship.
- Mental: Always seeking and expanding your knowledge by learning, reading, listening and so on.
- Spiritual: Exercise self through reading literature that inspires yourself, meditation or prayer and spending time with nature. (Covey, 1989)

### Conceptual Framework

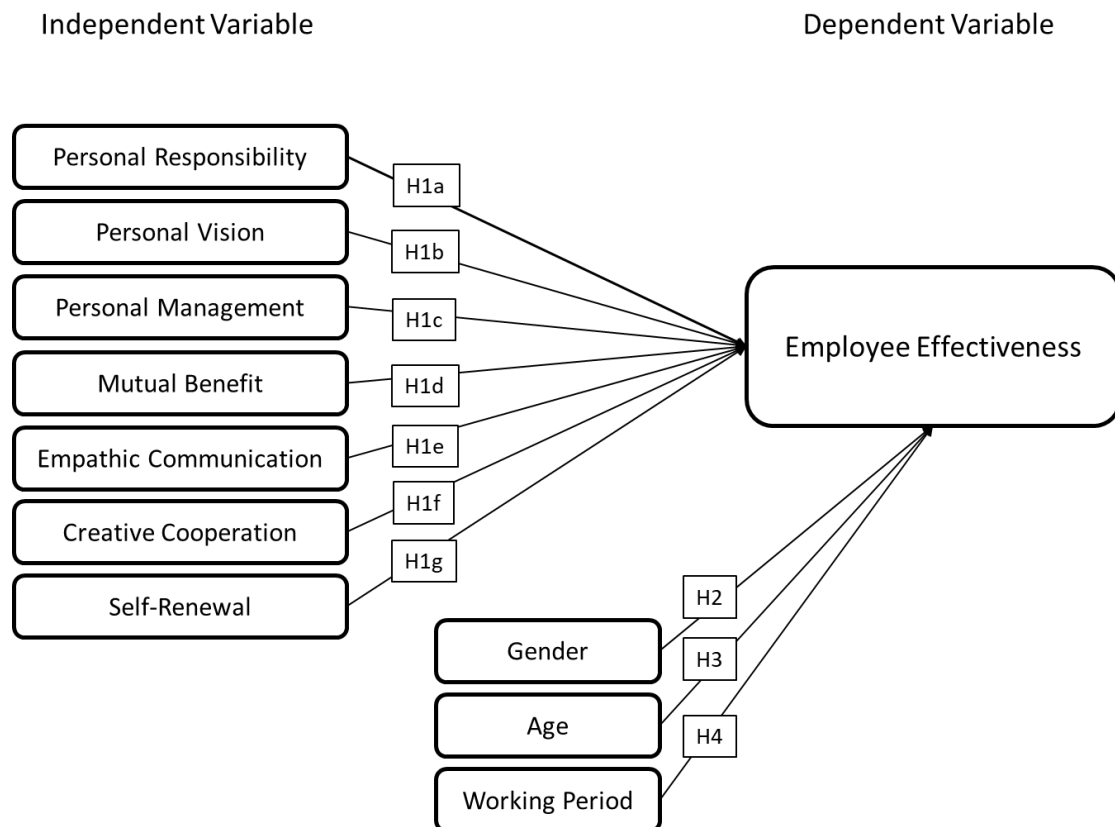


Figure 3: Developed Conceptual Framework based on Theoretical Framework

The conceptual framework is established following theoretical framework's study which was relevant to the research's topic. According to figure 3, the conceptual framework for this research included by one dependent, seven independent variables and three demographic determinants. The dependent variable is employee effectiveness. The independent variables are 1) personal responsibility, 2) personal vision, 3) personal management, 4) mutual benefit, 5) empathic communication, 6) creative cooperation and 7) self-renewal. Overall the variables expectantly provided for influence the dependent variable.

Moreover, the three demographic determinants towards the framework are gender, age and working period. For the three demographic factors expectantly provided for difference the dependent variable.

### Research Methodology

The questionnaires which used the five-point Likert scale – (1) strongly disagree (2) disagree (3) neutral (4) agree, and (5) strongly agree – were allocated online and in person to 60 persons who completed the 7 Habits of Highly Effective People course as target sample size for the study, according to sampling formula by Krejcie and Morgan (1970). Convenience sampling was utilized. Test on IOC (Index Objective Congruence) and Validity and Reliability or Cronbach's Alpha of the questionnaires for 30 respondents as the part of pilot study would be conducted.

The research design applied for this study featured only one method. Quantitative data which emanated from questionnaires handed over to the targeted respondents was analyzed through inferential statistics and descriptive statistics from statistical program. Both used Multiple Linear Regression, One-way ANOVA, and Independent sample T-test.

The questionnaire was dispatched to chosen three specialists in order to evaluate what questions were aligned with the objectives of the study and definitions of terms. The acceptable item must be rated up to 0.66 ( $IOC \geq 0.66$ ). The results of the IOC are expressed in the table 1.

Table 1.

#### *Results of IOC*

<b>Variables</b>	<b>Before IOC</b>	<b>After IOC</b>
Personal Responsibility	8	7
Personal Vision	8	8
Personal Management	8	8
Mutual Benefit	8	8
Empathic Communication	8	8
Creative Cooperation	8	8
Self-Renewal	8	8
Employee Effectiveness	4	4
<b>Total</b>	<b>60</b>	<b>59</b>

After the IOC procedures, the validity and reliability test was carried out for 30 respondents. From the table 2, Cronbach's Coefficient Alpha score which greater than .60 are reliable. (Sekaran, 1992), meaning that every variable was reliable.

Table 2.

*Results of Validity and Reliability (Cronbach's Coefficient Alpha)*

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Coefficient Alpha</b>	<b>Reliability</b>
Personal Responsibility	7	0.703	<b>Reliable</b>
Personal Vision	8	0.842	<b>Reliable</b>
Personal Management	8	0.792	<b>Reliable</b>
Mutual Benefit	8	0.868	<b>Reliable</b>
Empathic Communication	8	0.86	<b>Reliable</b>
Creative Cooperation	8	0.861	<b>Reliable</b>
Self-Renewal	8	0.76	<b>Reliable</b>
Employee Effectiveness	4	0.648	<b>Reliable</b>

### **Results and Discussion**

Regarding quantitative analysis data results with the use of statistical programs from 60 respondents, the Hypothesis H1 was analyzed by method of multiple linear regression.

Table 3.

*R-Square Results*

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.805 <sup>a</sup>	.648	.596	.26283

a. Predictors: (Constant), AverageSR, AveragePR, AverageMB, AveragePV, AverageEC, AverageCC, AveragePM

b. Dependent Variable: AverageEE

From the table 3, it could be indicated that due to R-square at .596, the explanation level of 7 independent variables towards the dependent variable was at 59.6 percent.

Table 4.

ANOVA<sup>a</sup>

Model		Sum of Square	df	Mean square	F	Sig.
1	Regression	5.980	7	.853	12.367	.000 <sup>b</sup>
	Residual	3.247	47	.069		
	Total	9.227	54			

a. Dependent Variable: AverageEE

b. Predictors: (Constant), AverageSR, AveragePR, AverageMB, AveragePV, AverageEC, AverageCC, AveragePM

Table 4 disclosed that all of the independent determinants from the multiple linear regression analysis significantly affected employee effectiveness and could predict employee effectiveness as dependent variable due to the Sig. value less than significant level at 0.05.

Table 5.

*Multiple Linear Regression Result for the Hypothesis 1*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Beta Rank
	B	Std. Error	Beta			
1 (Constant)	.535	.430		1.245	.219	
Personal Responsibility	-.074	.148	-.070	-.498	.621	Not Significant
Personal Vision	.264	.150	.289	1.755	.086	Not Significant
Personal Management	.105	.141	.125	.744	.461	Not Significant
Mutual Benefit	-.131	.127	-.145	-1.038	.305	Not Significant

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Beta Rank
	B	Std. Error	Beta			
Empathic Communication	.166	.111	.206	1.502	.140	Not Significant
Creative Cooperation	.209	.128	.227	1.631	.110	Not Significant
Self-Renewal	.312	.108	.332	2.898	.006	<b>Significant</b>

Table 5 shows that the Coefficients specified that 1 out of 7 independent variables possessed significant influence on employee effectiveness since each of their significant level (Sig.) was less than the significant level at 0.05 which signified that there was significance between an independent variable and a dependent variable. In other words, the significant levels of self-renewal were .006; therefore, it had significant influence on the employee effectiveness.

As for the Hypothesis H2 tested by Independent sample T-test, the table 6 and 7 showed the results of the collected data using the independent sample t-test.

Table 6.

*Results of Analysis on Means of Hypothesis H2 (Gender)*

Dependent Variable	Gender	N	Mean	Std. Deviation
Employee Effectiveness	Female	35	3.8429	.39800
	Male	20	3.9000	.44721

Table 7.

*T-Test Results of Analysis on Hypothesis H2*

Dependent Variable		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Employee Effectiveness	Equal variances assumed	.721	.400	-.490	53	.626
	Equal variances no assumed			-.474	35.972	.638

## Gender

Table 7 shows that the significant level of gender was at .400 which was more than the significant level at 0.05. Then, the researcher was examined the significant (2-tailed) level totaling .626 and can explained that the 2-tailed level exceeded the significant level at 0.05. So, the employee effectiveness wasn't significant difference among female and male.

Next, as for the Hypothesis H3-H4 which was tested by one-way ANOVA, the below table 8 and 9 showed the results of the complied data with one-way ANOVA.

Table 8.

*T-Test Result of One-way ANOVA of Hypothesis H3 (Age)*

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.093	7	.299	1.969	.080
Within Groups	7.135	47	.152		
Total	9.227	54			

## Age

According to the table 8, the results could be interpreted that there is no significant influence between Age and Employee Effectiveness because of its significant level at .080 which was more than the significant level at 0.05.



Table 9.

*T-Test Result of One-way ANOVA of Hypothesis H4 (Working Period)*

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.187	3	.396	2.510	.069
Within Groups	8.040	51	.158		
Total	9.227	54			

**Working Period**

According to the table 9, the results could be interpreted that there is no significant difference between Working Period and Employee Effectiveness because of its significant level at .069 which was more than the significant level at 0.05.

**Discussion**

The main objective of this study is to exploring employee effectiveness using “The 7 Habits of Highly Effective People” as a framework. A conceptual framework proposed in the chapter 3 included seven independent variables to explore employee effectiveness consisting of 1) personal responsibility 2) personal vision 3) personal management 4) mutual benefit 5) empathic communication 6) creative cooperation 7) self-renewal.

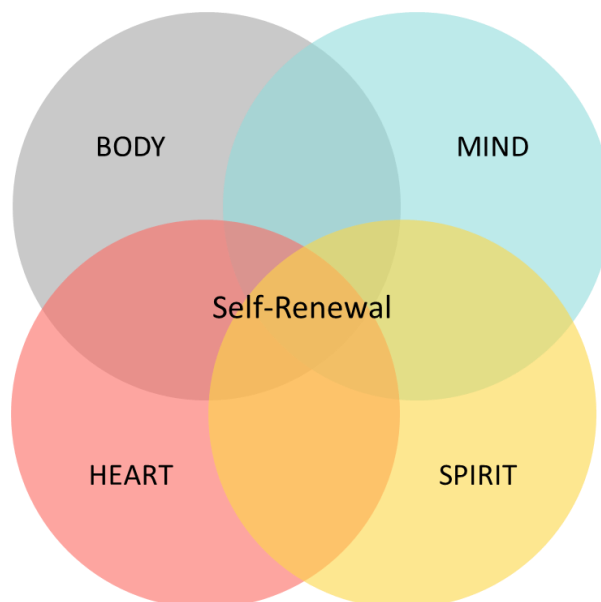
The independent variables, particularly hypothesis H1a-H1g indicated that only self-renewal has a significant influence on employee effectiveness. The rest of independent variables have no significant influence on employee effectiveness.

The results aligned with the theoretical framework by (Covey, 1989) in the 7 Habits of Highly Effective People that Sharpen the Saw (self-renewal) includes all the habits, because it simply put and it is the habit that make other habits (personal responsibility, personal vision, personal management, mutual benefit, empathic communication and creative cooperation) possible. Self-renewal is about taking time to take care, renew and refresh your great asset that you have which have 4 dimensions: body, mind, heart and spirit. Also, it means about continuing to work on your skills, knowledge and abilities including capacities, improving them, and keeping them sharp. If we didn't pay attention or taking care of them, so they will become dull and lose of effectiveness. In this 21st century can call “work-life balance or work smarter, not harder” It is critical that we realize the importance of self-renewal because it is a simple thing that can bring the most valuable.

Besides, demographic determinants including of gender, age and working period were considered by the researcher to examine whether there was significant difference among each aforementioned demographic factor toward employee effectiveness. As the result show that there was no significant difference between gender, age, working period and employee effectiveness.

### Recommendations

The results of the study were meant to explore employee effectiveness using “The 7 Habits of Highly Effective People” as a framework in PRG Group in order to not only enhance but to strengthen the effectiveness. Based on the outcomes about significant influence on effectiveness, recommendation would be explained in the form of framework as follows:



*Figure 4: 4 Dimensions of Life*

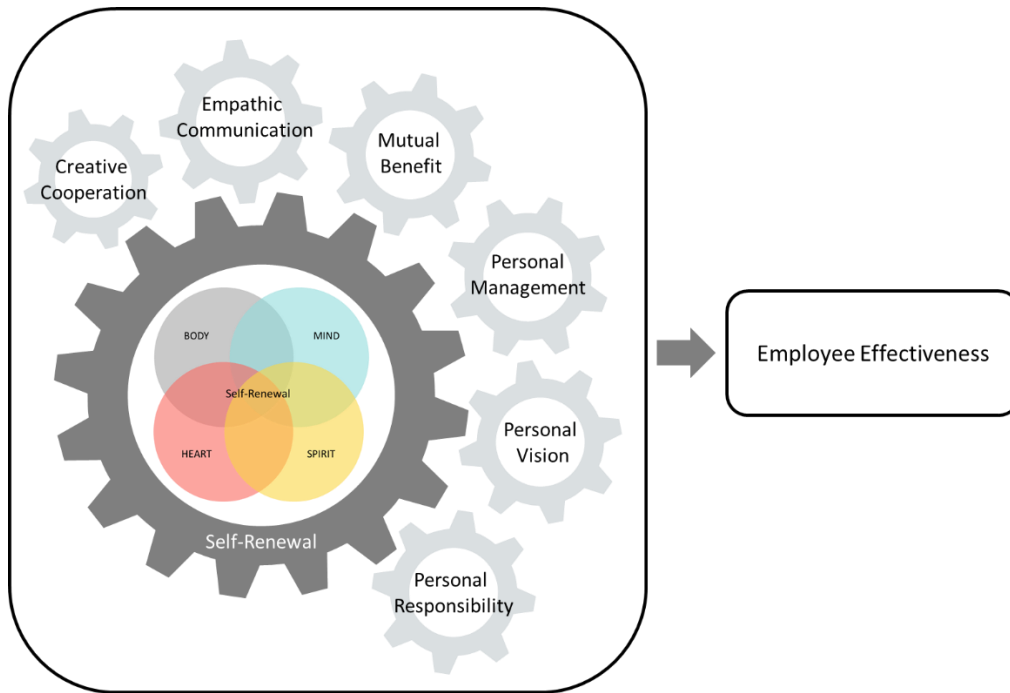
Source: Developed by the researcher

According to the figure 4, it could be interpreted that employee should invest in themselves by taking care and strengthening the 4 dimensions of their life: Body, Mind, Heart, and Spirit with routinely and consistently wise to balance self-renewal. The researcher illustrated overlapping framework because getting one right can feed the others. McKay (2018) mentioned that all of 4 dimensions are interconnected. If we feel healthy, we will have mental clarity and better control of our emotions. If our relations are great, we'll have more motivation and energy to take care of body. And because these human domains are interconnected, it allows us to synergize them which will enhance you to have more productivity and effective. All of 4 dimensions are explained as follows:

1. Body represents the physical energy and capacity to do things. You can keep yourselves sharp in this area through:
  - regular exercise

- eat good food with good nutrition
  - rest well
  - finding time to relax including bring yourself to travel.
2. Mind represents the mental sharpness, ability to think clearly and to make good decisions. You renew yourselves in this area through:
    - continuous learning
    - seeking new knowledge
    - improving skills and abilities
    - reading the great book
    - watching a documentary
    - taking online course
    - practicing English
  3. Heart represents the quality of your relationships. Several studies found that socializing can help to reduce stress. You can sharpen your saw in this area by:
    - taking time for people
    - going out for lunch with friends
    - having a family dinner
    - making new relationships
    - repair most important relationships that you lose
  4. Spirit represents that inner self that exists far beneath the surface of your everyday self. It represents your center, your deepest convictions and your values, your source of purpose and meaning. You can renew yourselves in this area in many ways:
    - spending time in nature
    - meditation,
    - listening to inspiring music
    - religious worship
    - meaningful service or CSR

To take care of the 4 dimensions as mentioned above, it is a simple practice of self-renewal by spending time every day to sharpening your saw and find a routine and a time that works for you. It will affect every decision and every relationship. It will greatly improve the quality of every other hour of the day, including the depth and the restfulness of your sleep and it will build the long-term physical, mental, and spiritual strength that we all need to handle these challenges in life. It also will be affect to others variables to make them possible and success. In the end, self-renewal will drive employees to have highly effectiveness. The researcher developed the framework that could explain the relation between self-renewal and employee effectiveness as follows:



*Figure 5: Model of Recommendation Based on Significant Variable for Exploring Employee Effectiveness using “The 7 Habits of Highly Effective People” as a Framework*

Source: Developed by the researcher

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